



# THE MARKETING MIND AND ITS IMPACT ON ACTIVATING MARKETING INTELLIGENCE APPLICABLE TO ASIACELL MOBILE COMMUNICATIONS ) (COMPANY

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| <p><b>Received:</b> 6th March 2022<br/><b>Accepted:</b> 6th April 2022<br/><b>Published:</b> 17<sup>th</sup> May 2022</p> | <p>This research aims to identify modern concepts in marketing, which are the marketing mind and smart marketing dimensions (digital marketing, human capital, social capital). The Asiacell Mobile Communications Company in Iraq was chosen to in this research. A questionnaire was designed and prepared for this purpose, as it included a number of the company's managers, heads of its departments, people and units in Baghdad. A set of appropriate statistical processing methods were used to analyze the data that are used to determine the level of the interactive role that finds the relationship between the independent and dependent variable.</p> <p>The research come up with some results, the most important of which are: the company needs to employ minds with capabilities and qualifications in order to overcome changes in the surrounding environment. The success of programs and plans needs a management with distinctive capabilities, in order to take the necessary decisions in a timely manner. In addition to the fact that the success of the smart marketing process in the company depends on the availability of a set of technical and cognitive requirements, the most important of which are achieving the benefit for consumers, the effectiveness of the services provided to them, and achieving interdependence and integration of all marketing activities</p> |

**Keywords:** the marketing mind - smart marketing

## INTRODUCTION:

The great and conflicting changes and the accompanying developments at the technical and technological level, and the unprecedented transformations in many fields have become an inseparable feature of the contemporary business environment. Accordingly, they impose many obstacles for business organizations, not only in order to achieve success in such a changing and difficult environment where it is difficult to keep pace with predictable technological and cognitive developments, but also at the level of maintaining and sustaining success for a longer period of time than its competitors. As the life cycle of many products has become short, as a result of the continuous innovations of research and development activities and quality standards, not only in creating new ideas for products needed by the consumer, but in those activities towards creativity and generating ideas for products that the consumer had not previously thought or imagined at all. This makes the remaining products obsolete and they are in the process of manufacturing or distributing to sales

centers. These organizations will face the risk of an early exit from the market.

In order to achieve the organizations' desire to continue and stay to work in the contemporary business environment and achieve success and sustainability for many years, it has to enhance its expertise and expand its knowledge base in all areas of its work in an intelligent and strategic manner that achieves sustainability. This requires special knowledge to distinguish it from its competitors and give it another advantage to be the first in the market and through the marketing mind and smart marketing to enable it to meet the requirements of adaptation to, and harmonization with, those rapid changes and developments for a longer time. This happens when contemporary organizations strive towards acquiring and absorbing ideas and knowledge in an intelligent manner and a firm knowledge of marketing intentions and within their business environment through their exploratory activities and exploitation of available or expected opportunities faster than competing organizations. Therefore, it is necessary to possess



superior capabilities of a dynamic nature that respond to the prevailing changes in the current business environment and work to sustain its competitive advantage in the business environment as well as enhance its performance within a smart marketing mind and exceptional cognitive processing.

The main objective of the study was to identify the importance of the influence relationship between the marketing mind and the activation of marketing intelligence in the organization under study (for the mobile communications company) in Iraq, the study sample. To achieve its objectives, the study is divided into four topics:

The first topic is concerned with the systematic framing of research and a review of some studies and previous cognitive efforts. The second is devoted to the theoretical framework of research and includes the marketing mind and smart marketing. The third topic is concerned with the field aspect of research. The fourth topic is concerned with the conclusions, recommendations and suggestions that the research came out with.

#### **The first topic - research methodology**

The methodology is the first step to achieve the desired goals of the research, as this topic includes a presentation of the work steps that by a set of items for the formulation of intellectual and field frameworks for the methodology. Accordingly, this topic will include a set of basic paragraphs and my agencies: -

**First: The research problem:** The administrations of service and productivity organizations, especially in the telecommunications sector, are facing a new era that requires a complete perfection in light of the rapid changes in all economic and social aspects that the world is witnessing. Organizations aims to develop programs and plans to meet these variables, and create a new future for organizations. One of the most important of these methods is building a management with capabilities, technology, strategic minds, smart skills and effective energy to face challenges and create a clear picture for the future of these organizations and through various appropriate measures. Accordingly, the research problem appears in the following questions: -  
A - What is the extent of the awareness of the managers in the researched organizations of the marketing mind and smart marketing with its concepts and activities, and the extent of the contribution to the importance of the marketing mind and smart marketing in these companies for survival and growth?

B - Do the company's managements, of the research sample, have a clear vision or awareness of the study's variables (the marketing mind, smart marketing)?

C- What is the level of the correlation between the main variables of the research with its dimensions at the level of the research sample company?

D- What is the level of direct influence between the main variables of the research with its dimensions at the level of the research sample company?

#### **Second: the importance of research:**

The importance of research is as follows: -

- A. The study is important in attracting the attention of managers and practitioners, especially those interested in marketing management in the company in question. It is also important in applying advanced cognitive processing in their companies in the marketing mind and smart marketing for the purpose of engaging the consumer in supporting production and service operations, as well as developing and improving the process of the marketing mind and smart marketing and its application. This is reflected positively on consumer behavior and loyalty to the company and its products.
- B. It is also important in paying attention to the mind and mental capabilities of the marketing activities of the company's employees as a research sample and in focusing on the methods of the marketing mind and smart marketing. These methods are one of the best solutions to the problems the company faces, especially in the field of increasing the market share. This means that the company will remain a leader in the field of communications and face electronic and digital challenges.

#### **Third: Research Objectives:**

The objectives are formulated based on the findings of the researcher in the field of the marketing mind and with regard to the research variables and my agencies:

A- Building a framework of knowledge for the philosophy of research topics (marketing mind, smart marketing).

B- Knowing the reality of the dimensions of the marketing mind and smart marketing at the company level.

B- Testing the level of relationship between the main research variables and their sub-dimensions statistically at the level of the study sample company.

#### **Fourth: Procedural definitions of research variables and their standards**

The research included two main variables in presenting the research ideas and methodology, and thus we put a procedural definition of them as follows:



**1- Marketing Mind**

It is a set of cognitive powers that include awareness, knowledge, thinking, judgment, language and memory. It is often known as a person's intellectual and perceptual property that can be formed and manipulated by mental processes and powers including thoughts, concepts, memories, feelings, and intentions (Pauwels, Erguncu, & Yildirim, 2013).

**2- Smart Marketing**

It is a quick and comprehensive examination of the place you are in and the aim you want to reach, the ideal way of thinking in order to implement decisions efficiently and effectively, and the distinguished use of knowledge and skills to reach the desired results and provide distinguished products and services (Zemp & Steffen, 2016).

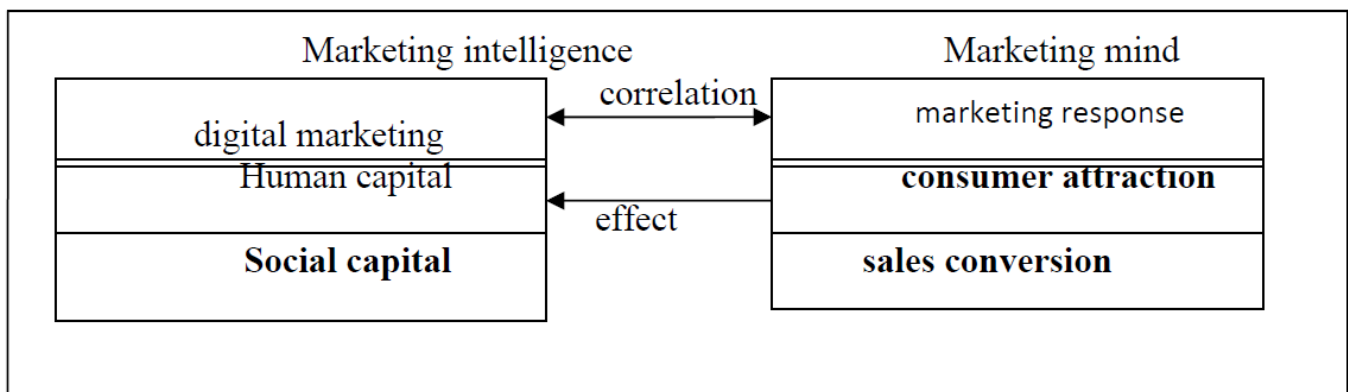
**Fifth: The hypothetical research scheme:**

The scheme provides a comprehensive picture of the idea of the research as it shows the nature of the relationships and trends of influence between its variables, as it was designed according to the

intellectual outputs of the solid scientific literature related to the main and sub-research variables. After conducting an extensive review of recent studies in this field, the hypothesis was developed to reflect the nature of the relationships between the dimensions and the main and sub-variables to support the research problem and achieve its cognitive objectives in strengthening the relationship between the marketing mind and smart marketing, each individually, and at the level of the research sample company.

- 1- The independent variable:** This variable was represented by the marketing mind, which included three sub-dimensions: (marketing response to the consumer, attracting the consumer, and transferring sales to the consumer).
- 2- The dependent variable:** This variable represented smart marketing, which included three sub-dimensions (digital marketing, human capital, social capital) and in light of the above, Figure (1) shows the hypothetical scheme of the research.

Figure (1) The hypothesis of the research



**Sixth: Research hypotheses:**

The hypotheses represent expected claims, consistent in trends with what was diagnosed in the research problem and some questions were raised. Therefore, by adopting logical reasoning and reasoning, and what the researcher possesses of a specific perception about the reality of the company under study. The tendency was to develop a set of hypotheses to test the hypothesis of the research. It crystallizes as follows:

**1- The first main hypothesis: there is a significant correlation between the variable of the marketing mind with its dimensions and smart marketing and the following sub-hypotheses are branched from it:**

- A - There is a significant correlation between the marketing response dimension and smart marketing.
- B - There is a significant correlation between the dimension of consumer attraction and smart marketing.
- C - There is a significant correlation between the dimension of sales conversion and smart marketing.



**2- The second main hypothesis: there is a significant effect between the variable of the marketing mind with its dimensions and smart marketing with the following sub-hypotheses:**

A - There is a significant effect between the marketing response dimension and smart marketing.

B - There is a significant effect between the dimension of consumer attraction and smart marketing.

C- There is a significant effect between the sales transformation and smart marketing dimension.

**Seventh: Research community and sample:**

Asiacell is the main provider of high quality mobile communication services in Iraq. As the first provider of mobile telecommunications services in Iraq, it has covered its services for all governorates. It was chosen as a sample for research.

This company was selected because it represents the research population, its spatial boundaries, and the important and vital roles it plays in providing communication services. It is the leader in this field in all governorates of Iraq, and the privacy possessed by the telecommunication sector as it deals with a large segment of users. Also, the great growth and development that this company has witnessed in recent times have excited the researchers' curiosity to know the reasons and reveal all its belongings.

**The second topic - the theoretical framework**

**First :Marketing Mind**

**1- : Mind Marketing**

The term marketing mind is a contemporary marketing concept, in addition to it is a study of the ideas and demands of consumers and interaction with their needs in order to provide products based on values and emotions(Kotler, Kartajaya, & Setiawan, 2019).

Therefore, according to Gyrd-Jones and Kornum (2013), the processes that allow creative interactions involved in the provision of goods and services, and achieve customers' enjoyment of unique and diverse experiences tailored to specific customers.

Deighton, Mela, and Moorman (2021) described the process of enriching marketing across disciplines fundamentals, such as economics and psychology, as they bring new methods and unique tools to study problems.

Weber (2019) defined it as a highly transparent, pragmatic and more interesting system in terms of listening to and responding to consumers. It is consumer orientation, with the use of a profitable approach focused on integrity and communication. There are many views of writers and researchers on this concept(Haitao, 2019).

Lee and Park (2004) defined it as the marketing mind transfers control of the communication process from the organization to the consumers.

Levy (2009) defined it as a method that presents a series of basic principles, which relate to primarily knowledge management technique where its applications must be dealt with as unique channels and services, and not just technological tools, through an understanding of the marketing mind where the user becomes an active element.

Also, Kotler et al. (2019) stated that the marketing mind is the work of marketers to target the minds and souls of consumers at the same time to influence their hearts.

(Mghebrishvili, 2017) defined the sound marketing management of any activities and their orientation towards the consumer in order to obtain positive results in the long term.

Moorman, van Heerde, Moreau, and Palmatier (2019)in his definition of the marketing mind stated that it brings new ways of thinking, and develops unique tools to study marketing problems and achieve balance, by taking ideas and tools from the basic disciplines and evaluating how to apply them and can be expanded in the contexts of marketing work.

When observing the concepts mentioned above, we see that writers and researchers differed in their view of the concept of the marketing mind and its content. The marketing mind: it is the process of marketing thinking that includes and is characterized by its marketing capabilities and faculties, which is seen as a series of basic principles related to knowledge management, as well as the use of research and development processes that are concerned with marketing work that depends on creativity and innovation.

Many of these concepts have shared a set of characteristics, the most important of which are:

A - Innovation is the main criterion in designing unique products.

B - The great shift from the information age to the digital age, the era of participation.

T- Focus on introducing new ideas and building an attractive brand.

D- A competitive resource, a highly realistic system, and a high ability to capture consumers' ideas.

C- Focusing on the mental and spiritual perspective of consumers instead of the institutional perspective.

The current research sees that the marketing mind: a set of cognitive powers that include awareness, knowledge, thinking, judgment, language and memory. It is often defined as a person's intellectual and perceptual realm that can be shaped and manipulated by mental processes and powers.



Including thoughts, concepts, memories, feelings, and intentions. Marketing managers must have the ability to imagine, discern, appreciate, and process feelings and emotions, leading to attitudes actions and distinguished marketing and able to achieve competitive goals. And on modern marketing managers and men

Possessing capabilities, ideas, tools, and employing them all according to the modern information and digital perspective, and finding ways to simulate the mind, feelings, obsessions and intention of the consumer to develop a distinctive strategy to build a strong relationship between the brand and the consumer.

### 2- The importance of the marketing mind:-

The importance of the marketing mind lies in promoting the market of ideas, and a strong market does not appear on its own, but rather needs the availability of a set of important points, to make the market a vital center, and interact with the real consumer.

Apil, et al (2009) has identified the importance in the following:

A - The procedures undertaken by the various institutions and organizations to promote their products indicate the further development of the marketing mind.

B Entrepreneurs use strategies with different technologies to offer products at low prices, free delivery, and discounts in case of bulk purchases, to achieve the goals of organizations to meet the needs of consumers and attract them towards the product.

(Mghebrishvili, 2017) stresses that the importance lies in the following:

A- Getting to know customers and the information that pertains to them more deeply, and the possibility of collecting information about them, to be used in better product development.

b - Paying attention to the organizational skills and intelligence required to achieve the goals set by the organization's management.

### 3- Objectives of the marketing mind:

The marketing mind can achieve many goals, the most prominent of which are:

A- Paying attention, listening and getting acquainted with what is said about the trademark.

b- Understanding consumer behavior through social media.

B - Determining the importance of managing social customer relations through the participation strategy.

W - Developing and put forward various ideas to build modern marketing strategies.

c. Improving the organization's website on the basis of the information obtained.

H - Attracting distinguished customers and enhancing interaction between the organization and the customer.  
M - Measuring and evaluating the effectiveness and efficiency of marketing operations and establishing a personal relationship with each customer and on long term.

Henderson & Hines (2019) indicated that the marketing mind aims to achieve a set of goals:

A- Evaluate both the current and future goals of the organization and focus on customers.

b- Determining the appropriate mechanisms and strategies for the organization, and taking decisions regarding the allocation of its human wealth and other resources to support those strategies.

T - The marketing mind focuses on the prior planning of strategies, which leads to new unique functions, business models and/or commercial operations and/or positioning in relation to competitors in light of enhanced performance through investment in human capital.

### 4- Characteristics of the marketing mind:

The marketing mind is characterized by many advantages, which encourage the owners of commercial activities, the demand for it and its application. These features are evident in the following:

A- **Quality:** Lehmann, et al (2011) asserted that a reputation for quality makes any market more attractive to sellers and buyers, when the products that are bought and sold are a set of ideas and marketing mental skills, as organizations work to employ them and make them products with high-quality specifications. Also, all organizations seek, success of the differentiated strategic situation, to a large extent through the quality of human resources, which supports a trained workforce and creativity, and develops innovative technological capabilities, which allow organizations to design and provide high quality, innovative and technically complex products and services to the demand of customers at home and abroad.

**B- Innovation:** Since the marketing sector is one of the main drivers of organizations, it is important to address the mechanisms through which organizations gain a competitive advantage, and a very important competitive advantage is the ability to innovate in the market in terms of products or services, for the purpose of meeting the dynamic needs of consumers through the leadership of the marketing mindset for business(Dasgupta & Gupta, 2009).

**C - Diversity:** As a result of environmental change, which requires the organization to reshape its strategies to suit the environment as market forces, the company that anticipates the dynamic environmental changes that it will face will try to search for a proactive way in



terms of various strategies to deal with these environmental changes.

Sabri & Matanagh (2012) believed that the most important challenges facing the organization that are taking place

Organizational change and effective integration of information and communication technology infrastructure find that marketing diversity is the organization's ability to adopt and create a new marketing practice to meet the needs of the target market by providing various marketing programs in terms of customized marketing through marketing communications and value delivery in multiple marketing channels.

Ketchompou, et al (2019) showed that the process of diversity in marketing practices focuses on competitive place and time, so that the organization in a competitive market uses different marketing practices that lead to higher performance. Accordingly, diversity depends on the organization that adopts new marketing or adjusts a new mix of marketing practices. The organization may use the marketing diversity strategy to achieve marketing competitiveness and optimal marketing performance, and then achieve diversity in the following matters:

1. The ability of integrated marketing communication.
2. Directing multiple marketing channels.
3. Focus a targeted marketing campaign.
4. Implementation of retail marketing.
5. Focus on different marketing programs.

**D- Responsibility:** The social responsibility of business, and the orientations of the marketing mentality have full force, having the ability to transform supply and demand for marketing products that enjoy great sustainability and responsibility, by observing the conditions of social responsibility in production processes, and keenness to preserve the environment, through the trend towards environmental sustainability. Therefore, the main challenge today is to find a way to prevent environmental degradation, while at the same time ensuring socially beneficial economic growth. The most important thing is that the organization's strategy is at the same time oriented towards the welfare of society and the prosperity of business (Smaliukiene & Monni, 2020).

Accordingly, the marketing mind is one of the most important activities necessary for the survival and growth of small and medium enterprises and large, but at the same time it is the biggest challenge for small and medium companies. It has an increase in resources, knowledge, and experience that make it easy for small and medium organizations to perform modern marketing practices. Therefore,

working in an environment of increasing dynamics, turmoil and competition, marketing entrepreneurs must transcend traditional marketing principles and change them with new innovative ideas and procedures such as the marketing mind, intelligence and other ideas.

#### **5- The Marketing Mind Components**

Such components help to absorb new information to think, and to develop plans and strategies that help organizations achieve their goals, and those components are the method that enhances creativity and encourages individuals to learn, as well as recall knowledge and shows the different relationships in ideas and concepts, which in turn lead to innovation, excellence and competition.

The following are the most important components of the marketing mind (Grech, 2016):

A- The primary central image: The central point in the mind must always be the image. It is central because this stimulates the imagination and helps keep the mind focused on the task

Innovation, creativity and the activity of the marketing mind is built on the basis of a drawing of these images.

B - Branches: The different branches use any modern tools that are built and developed through the modern marketing mind, to communicate ideas to the central image. These branches differ according to the importance of the hierarchy of ideas.

C- Keywords: In this component, each branch will be associated with one keyword, phrase or sentence that explains those ideas. In a distinctive and attractive way, and in terms that are more specific and not scattered in order to keep the image clear.

D- Colors: It is important to use colors in order to build the image of the marketing mind, as they are exciting. It increases attention span, enhances comprehension, and improves memory and recognition.

E- Final images: The use of images should be optimal throughout the activities of the marketing mind in order to add more focus and make those images more attractive. The use of images stimulates both the left and right side of the brain in this process.

Marketing managers can use these components to:

- A - Encouraging original ideas and brainstorming.
- B- Building more effective marketing strategies.
- C - Develop the best marketing campaigns.
- D - Develop the broad outlines of modern marketing communications plans.
- E - Focus marketing efforts on specific target groups of the market and customers.
- F- Creating effective digital marketing content and targeted messages.
- 6- The dimensions of the marketing mind



The sub-dimensions of the marketing mind variable will be clarified based on the (Pauwels) scale. It focuses on how to develop appropriate plans by marketing managers using a marketing mindset, studying the way minds and hearts to respond to the marketing process, where three dimensions are identified to measure the marketing mindset: (marketing response to the consumer, attracting the consumer, transferring sales to the consumer) (Pauwels et al., 2013).

The scale was adopted as it is commensurate with the current research. Also, it is the only scale according to the researcher's knowledge will be adopted in this research. These are the dimensions:

A- Marketing response to the consumer: -

This dimension represents the consumer's response based on the content of the communication, and the type of value the consumer receives from marketing communications. What is the type of communication, including how, when and where the consumer receives the communication? These aspects are derived from service quality, whereby perceived service quality is designed as technical quality (what the consumer receives (what the consumer receives) and functional quality (the way in which the consumer receives technical quality) (Strandvik, 2002).

There are some important aspects of the response process:

- A) - Develop consumer confidence, and understand consumers' habits and behaviour.
- B) Pre-test new procedures and equipment.
- C) Education on how to use service innovations for consumers.
- D) Promoting benefits, stimulating experiences, and monitoring and evaluating performance.

The organization views consumers as human resources or part-employees who participate in the marketing response process and value creation.

Keiningham, et al (2017) indicated that organizations should be aware of the diversity of interaction and the subsequent response, which will determine, by the consumer, whether the relationship is positive. This is by recognizing beneficial responses from consumers who actively participate in serving the organization. It is possible to go and pay attention to social media to know those responses. However, some of these responses may be complex and difficult to capture. Palmatier, Dant, Grewal, and Evans (2006) clarified that the commitment and response of the customer or consumer cannot be measured objectively, because it is affected by his perceptions based on experience in addition to the type of commitment that the brand is trying to develop.

Marketing research study is often used to retain the consumer or for the purpose of relationship continuity between him and the organization, and the results of that relationship.

Sundermann (2018) believed that organizations need to monitor relationship measures that reflect the consumer's call for a marketing response, by studying their interaction with word of mouth, image or otherwise, and these measures also take into account that consumers are affected by other consumers and influence on them.

Consumer response can be interpreted as an evaluation process by forming attitudes towards the product, and gaining consumer loyalty is the main marketing objective and building consumer loyalty represents a major challenge for marketing operations and achieving the goals of the organization.

#### **B- Attracting the consumer:**

All commercial organizations seek to increase their revenues by expanding their customer base. They in turn leads to increased profitability. In our modern information technology era, organizations are racing to reach new customers, and increase profits, by taking advantage of information technology in particular. An approach adopted by many organizations is to expand the use of e-commerce channels to attract new customers. One of the most important steps for expanding the use of electronic trading channels is to identify the factors required to attract the consumer and convince him to shop online and through communication networks.

Klimchuk et al (2013) reported that organizations should adopt a distinct strategy in order to distinguish their goods from the rest of the other goods, to attract the attention of the consumer by using some of their own methods. In other words, the shape and design of products and goods may become the main reason behind consumer demand attracting people to one commodity, among others, by:

1. The product has unique features.
2. Enhance the aesthetic appearance and value of the product.
- 3, Maintaining the brand.
4. Enhancing differentiation between product categories and lines.
5. Develop distinctive forms and types of packaging that suit all categories and tastes.
6. Using new materials and developing innovative structures to reduce costs, i.e. be more sustainable.

There are a number of factors that affect the competitiveness of the attraction process:

A- Distinctive packaging and hygienic packaging.



B- The speed of distribution.

C - Promotion of consumers through packaging, and the use of modern methods such as social media.

B- Adoption of the distinctive packaging as a silent advertiser.

C - Marketing innovation in the presentation of the product and the commodity.

Hammond (2008) and Pour, Nazari, and Emami (2013) explained the use of techniques and the application of marketing strategies to attract consumers, and provide service to customers quickly and appropriately through a variety of services and advertisements to attract the consumer, and direct response marketing is a common method. It asks customers to sign up for a call to action, usually including replying to an email or subscribing to an email marketing group. The benefit of this type of marketing is to create a list of interested consumers, who can be reached through sales, merchandising, newsletters, and other means to keep brands in mind. Accordingly, there is a set of strategies, which help to attract and retain consumers (Kolb, 2013; Padgham, 2005).

A- Providing high quality products: The organization should design its products according to the specifications and desires of the consumer.

B - Developing the skills of individuals: The chance of direct marketing success and attracting the consumer is small, if there are no skills to deal with people.

C- Defining the consumer: the target group of consumers, in the market, who is interested in the products or services offered, or provided, and whatever type of product or service. Each of them has target consumers. Also, the decision makers for these products or services must focus their efforts and resources towards reaching that category.

D- Use attractive packages: Attractive packaging helps in making a sale of some products, and therefore attention must be paid to packages and labels, which add excitement to the product to attract the consumer.

D - Allowing the consumer to try the sample: - Testing samples is a way to draw up a successful new strategy and policy to offer the product, and that free sample, or freebie of the product serves to introduce consumers to the new product. Although, it is an expensive way to target consumers, it constitutes a significant increase in sales, which makes it one of the main marketing strategies for specific markets.

E- Be prepared for change: Consumers are always looking for new products. Hundreds of thousands of diverse products are presented every day in the market. But few of them, offer something new to attract consumers. Therefore, we need to change the product,

package, advertisement or offers to increase the attraction.

F- Transfer of sales to the consumer:

The main purpose of sales is to convert the consumer's initial interest into real interest, including the presence of appropriate information, branding, etc. Negative prices can greatly affect the conversion process, on all consumer or food products. The impact of product content on conversion is strongest when sales are focused and large, in a more competitive market for new products, and when brand information is not easily accessible. There are multiple ways (Liu, et al: 2019):

A- Using the policy related to price and quality information related to the product category.

B- Adopting a new marketing mix, by improving and displaying information to provide the most relevant products to consumers.

C- Gather real-time information about the consumer buying journey, to predict the final conversion

More precisely, it is interesting to examine the impact of consumer behaviors.

Bhardwaj (2019) explained that organizations selling products in industries require personal selling (such as automobiles, real estate, financial services, technology products, etc.).

The activities of organizations in these sales funnels can be classified into two main types:

A- Lead sales generation (i.e. generating information about potential consumers through targeting, professional encouragement, information dissemination and persuasion).

B - Leading and transforming sales through presentation and persuasion.

VAZQUEZ, RUIZ, and MARTINEZ (2020) affirms that consumers seek information, gather knowledge, and form beliefs to evaluate product quality. Yet, each product classification may be confusing because the products contain features of research and experience. Also, credibility is necessary to identify the factors that directly affect the transfer of sales to consumers, whether they are goods or services. Among them are the visual demonstration, advertising and various product promotion methods. The ability to find the right audience. Marketing and pricing policy, including promotions, discounts and other additional benefits.

According to Chen & Yang (2020), the process of sales conversion at the moment which relies on cross-border e-commerce platforms has two major challenges:

A- Working in the increasingly competitive Internet environment, and how these platforms maintain consumers through their websites.





B- Determining the new administrative viewpoints that platforms should use in the era of the digital economy to solve the problem of consumer loss, and organizations should seek to study the mechanism of improving the consumer experience and in turn provide a new management method for organizations.

### **Second: Smart Marketing**

The issue of smart marketing is arousing increasing interest among all economic and social circles, especially in the conditions of economic development. It works to be a vital motive for the sustainability of the organization and its obtaining of competitive excellence, and the driving forces for civilizational development and economic progress. The advanced position in all operations take advantage of it, promising it a great strategic value in dealing with economic development issues.

#### **1- The concept of smart marketing**

Intelligent marketing came as a result of the development of marketing minds and the intensity of competition and restrictions in the business environment, complementing the work of the traditional marketing model. The most important elements are necessary to build new marketing concepts for organizations and to create a strong brand, through a logical and easy-to-understand planning process.

There are a number of views of the concept of smart marketing for a number of writers and researchers, as follows:

Trim & Lee (2008) explained that it is a well-studied strategy of marketing thought, which enables the organization to identify the needs of its customers, to create value for them (providing the required products, goods, services and ideas). It also provides a value that is created in a way that satisfies them and encourages them to return and establish a beneficial, reciprocal and long-term relationship with them. Kotler and Armstrong (2018) believes that the strategy of marketing managers who take the proactive and reactive lewis approach to the marketing environment. However, Raffensperger & Milke (2017) stated that it as the lines that managers set in order to build reciprocal relationships between sellers and buyers.

#### **Some contributions of smart marketing researchers**

Gallien and Wein (2005) stated that the work of sustainable smart markets expands the activities of a group of stakeholders through integrated market design, decision support and evaluation to achieve the best results include society and for future generations as well as direct market participants.

According to Ferguson & Phoenix (2008:1), it is a system that allows marketers to collect relevant empirical graphic data and associate it with a large group of consumers to allow selective communication of group members.

Rauch et al (2009) stated that it is a work to develop marketing activities programs, and puts marketing decision variables in the form of an intelligent marketing model for the organization.

- Determines the right position in the market by providing the right product in the right place at the right time and at the right cost (Sadjadi et al., 2010).

All processes that are offered in order to support a good product (Kotler & Keller, 2012).

-A form of communication that conveys the advantages and strengths of products to consumers, in order to arouse their interests and meet their needs (Wushow 2013).

- A network designed for the purpose of creating an intelligent communication bridge between supply and demand (Dorosti, etal, 2015).

- A method of building and designing an intelligent system for production and marketing (Yibin Xiang, 2018).

The researchers believe that the writers and researchers have varied their views on the fact that smart marketing. It is the marketing strategy for developing marketing programs and activities, providing the appropriate product, and meeting the needs and desires of consumers, as well as its participation in many characteristics, the most important of which are :

- 
- 1- Prepares strategies for building a brand.
- 2- Appropriateness of the market sector to take appropriate decisions.
- 3- Providing and providing information on design and product support.
- 4- Use effective promotional programs.
- 5- Expanding the activities of the market and stakeholders.
- 6- Focuses on creativity, innovation and increasing the competitiveness of organizations.

From the researchers' point of view, smart marketing is a quick and comprehensive examination of the place it exists, the sites you want to access, the ideal way of thinking to implement decisions efficiently and effectively, and the distinguished use of knowledge and skills to reach the desired results. It is also to provide distinctive products and services, meaning an idea, a plan, a program, a product and a smart service, and also depends on the optimal and correct choice of marketing operations. The plans, strategies, programs, the group of consumers to be targeted with the



marketing plan, and the word "smart choice" for those operations, as it is closely related to the knowledge of all smart marketing operations, and the basis of those operations are consumers. Therefore, it is the process of selecting the product and then choosing the consumer who needs this product and presenting it to him and working to increase the repetition of the process. Visit the websites of the organization's products and services and purchase the product or service, and it is necessary to provide many plans and programs specialized in the field of smart marketing.

#### **A- Importance and Objectives:**

##### **The importance of smart marketing: -**

The importance of smart marketing lies in the following (Xiang, 2016:153):

- A - Improving the consumer's shopping experience- .
- B- Produce and diversify basic commodities in a timely manner, and significantly expand merchandise sales channels.
- C - improves the quality of the product significantly, and therefore this new type of marketing of goods has broad prospects for product development.
- D- Helps manufacturers of goods in analyzing the consumption habits and the different and varied needs of consumers. A marketing directed to the permanent customer.

Yet Shreyas et al (2018) identified the importance of smart marketing through the following points:

- A- Knowing the consumer: It is the most important step in the smart marketing process, through which we can determine the right consumer to focus on, and determine where he lives and what his business is, demographic, geographical area, age, annual income.
- B - What does the consumer want: - Most people buy products or services for their future, so your smart marketing of your product should serve the expectations and perceptions of future consumers.
- C - Knowledge of competitors: It is represented by direct competition for organizations that provide similar quality, for a product or service at a price similar to the target market, and thus it is necessary to identify and know the competitors and what is the marketing strategy, offers, price and location in the market, as it gives the idea of how to develop your smart marketing plan.
- D- Communication: through a unique selling proposition, the core value and values are no less important than the brand. Where every offer of a product or service must be transferred to all consumers.

#### **Smart Marketing Objectives:**

The goals of intelligent marketing are: specific, measurable, achievable, relevant and traceable

chronologically, as shown below:-

A- Specific: Marketing objectives must be specific. The objectives must be achieved in a measurable way. Big goals are divided into manageable parts so that we can identify the steps that lead to achieving the big goals.

B - Measurable: Every successful marketing campaign depends on the results, as it has a kind of special system for measuring results based on data, which is the basis for the work of marketers. And get the most valuable data for the organization and be measurable.

C - Achievable: The realistic goals so far describe a challenge to the organization, as the goals that depend realistically must be identified, and that you have good opportunities to achieve them.

D- Related: The goals are related to the strategies that are set. If those goals deviate and if they are specific enough, the set goals will be dispersed.

E- Traceable and time-bound: The time frame in which each objective must be completed is defined, as well as how it is tracked, measured and reported, and is specified in the action plan and thus leads to the achievement of sales and profits for the organizations.

#### **B- Smart Marketing Steps:**

- 1- In light of technological developments and challenges, smart marketing has become one of the most important types that have excelled in their marketing capabilities over their counterparts of marketing, and smart marketing steps must be followed.
- 2- The correct and sound strategies in this field, and to achieve success in their application, it is necessary to provide
- 3- Many requirements, the most important of which are (Stirtz, 2006):
  1. Understand the goals you want to achieve.
  2. Identifying the market that you need to reach based on what can be done in order to achieve the goal.
  3. Create a clear and specific message to be delivered to the market that will respond to those organizations.
  4. Determining the means or media that you use, in order to communicate the mission of the organization effectively and within the budget set (Dan, 2020); Kamenca (2018); Teik (2015:27).
  5. Those steps are as follows- :
    1. Defining the product: What is the product and its quality, and what are the processes that the products or services go through that make them unique and of high quality, in this step you will go through a series of processes that



examine the product or service from the point of view of the consumer who will buy it, not because of the physical features, but because of the feeling it gives them.

2. Determining the actual market of the organization: Organizations must know who their customers are, and what market they have to deal with, in order to provide the product or service that distinguishes them, and through this point, the big world can be classified into different markets, and then give priority to market sectors based on needs for the product or service.
3. Matching the market requirements with the organization's resources: After determining the needs that the producer and consumers who deal with these needs meet, the organization must achieve a balance between resources and quality through which those products or services are provided, and achieve consumer satisfaction with them, by supporting after-sales services. The speed in meeting those needs and at the same time achieving their requirements.
4. Using the selling price as a marketing factor: It is one of the most difficult things to ascertain in the marketing process, as it comes to mind whether the pricing is done correctly, the answer must take into account the cost of production, overheads and the business model. Accordingly, pricing is done according to the quality of the product provided, as well as according to the experience and skill in which the service is provided. For the success of the pricing process, all these factors must be balanced to arrive at a pricing strategy that attracts the right consumers and achieves profit for the organization.
5. Defining marketing activities: It aims to identify different activities based on attracting people who are unaware of your products and services, or people who are aware and wondering if you can provide what they need, or people who are ready to buy. These activities must be appropriate to the messages and target market.
6. Marketing campaign plan development: You compile a series of action plans and a comprehensive campaign plan scheduled over a period of at least 12 months, outlining the marketing activities that will be implemented during each month and the resources you will need to do so.

7. Implementation: In this last step you will look at how to monitor and evaluate the work and its results and document every work that has been done.

#### **C- Smart Marketing Skills:**

The skills can be clarified by the following:

- 1- Choice: identifying permanent consumers.
- 2- Marketing: setting up face-to-face marketing programs with consumers.
- 3- Affiliation: building a relationship with consumers and informing them of belonging to them.
- 4- Response: by knowing their needs and requests and responding to them according to the quality of their work, and by providing distinguished services.
- 5- Activating: stimulating mutual relations with consumers.

Yet to Tidd (2010), It centers around technology and its use by others, technical and organizational innovations between users and other skills related to activating and building relationships between others. It has been divided (Chou, etal, 2013);(Hemon, Lyonnet, Rowe, & Fitzgerald, 2020).

Skills are of two types: -

A- Soft skills within the work environment include smart communication, smart consumer, smart marketing, smart time, smart product and smart work. As well as to the necessary skill for communication and the basic skill to deal with people. The success of the organization depends on the basic skills in managing people, and what is the strategy that the organization follows to plan its career and what is its effectiveness in carrying out its work.

B - Soft skills outside the work environment and mean the separation between a successful profession and mere successful work, and this depends on the extent of the administration's foresight in the formation and implementation of the vision of the organization and in turn depends on the extent of intelligence and creativity of thinking outside the work environment.

The researcher believes that the steps and skills of smart marketing are those marketing methods and efforts that work to show the organization to the market correctly. Learning the principles of smart marketing and having a minimum of marketing knowledge is the first step to be able to know how to reach the target audience

How do we communicate with them. Accordingly, we can choose any methods that can work well and produce the results we hope for.

#### **D- Dimensions Smart marketing**

**The dimensions of the smart marketing variable that focuses on marketing development can be clarified as a comprehensive practical approach,**



**to manage the main elements of marketing activities with distinction. A number of dimensions of smart marketing have been developed, namely:**

**1- Marketing cooperative digital (marketing campaigns)**

Today's digital platforms provide great services or actually facilitate the process of services. Digital collaborative marketing has a positive impact on all aspects of life (society, territories, etc.). It not only stimulates a level of participation and use for workers and consumers, but also offers new forms of real interaction to cooperate, which positively affects the marketing process, management work and effective participation (Vandaele, et al, 2019).

Accordingly, digital cooperative marketing (Como et al. 2016) can be defined as marketing organizations that cooperate through digital platforms in order to meet common economic, social and cultural needs and interests on the basis of shared ownership and democratic control of the institution. Organizations seek to participate in digital innovation, enter change digital assimilating

Digital platforms by providing open innovation processes that include decentralized entity systems.

Digital marketing can be viewed as a process of integration and improvement of organizations through media

physical and digital, which leads to increased competitiveness in the market. The integration process can be explained

By defining it in five stages (Rubio & Casado, 2010):

A - Production: production in large quantities at low costs.

B - Product approach: Continuously improving production processes.

C - Sales approach: design strategies to help make products more attractive to consumers, For example, promotions or discounts.

D- Marketing approach: identifying market needs, generating solutions from organizations while creating goods and services.

E - Social approach to marketing: Creating products or services that are environmentally and socially friendly, that are

The production and distribution processes themselves are efficient.

F- Consumer needs make marketing address a social and political framework. -

J- The technological and economic design that generates interaction with the market. -

Therefore, it is necessary to understand that between digital marketing and advertising there must be a point of balance obtained through a successful strategy that achieves the desired goal and satisfies everyone of organizations and society.

**2- Empowerment of human capital:**

Smart business leaders understand that human capital is one of the keys to competitive advantage. And investing in human capital is the real story of the successful, and through it he maintains the continuity of work on the basis of (Kumari, 2019):

A- Increase employee satisfaction.

B- Improving retention rates.

C - Increasing the chance of keeping movins.

D- Develop employee participation empowerment.

The empowerment of human capital is affected by one or more of the following factors(Mamuli, 2020):

A- Government policies: They play an important role in determining the options and opportunities available to workers to develop their capabilities at work.

B - Globalization Level: Globalization helps transfer new and effective knowledge to individuals within the country and outside.

C - Level of competition: Competition in the business environment encourages research and its results to develop new knowledge.

D - Technological progress: Since the beginning of the twenty-first century, technology has become an important tool

Too much to meet human needs. With the advent of the World Wide Web (www), the transfer of knowledge has become easier and the lack of the Internet and other technological tools may be an obstacle to the development of individuals.

**3 - cooperation (social capital )**

It is the basis for continued cooperation because it builds a set of relationships, shared values, culture and context that supports group cohesion, trust and teamwork in the community or organization. On a personal level, it describes a person's ability to benefit from interpersonal relationships. At the organizational level, social capital is critical because the group of consumers or the relationship with suppliers and investors are the main determinants of an organization's success(Watson & Mathew, 2021).

Grootaert, Bastelaer (2002) identified two types of social capital cooperation:

A - Structural (objective material) facilitates information sharing, teamwork and taking - decision across established roles, networks and other social structures supplemented by a set of



rules and procedures.

B- Cognitive (subjective and intangible) refers to norms, values, trust, and attitudes and shared beliefs.

Coordination of social capital cooperation depends on mutual understanding in relations between members. In short, an essential asset for cooperation.

According to Wibowo et al (2021), the one who is influenced by Marxist sociology explains that social capital is a set of relationships between people, supported by trust and cooperation for the sake of virtue. Trust is one of the forms of social cooperation with common interests and an essential element in its formation. Social money has three forms:

First: Economic capital relates to money or property, goods and other things that are used for investments. Second: Institutional cultural capital takes the form of educational qualification.

Third: Social capital consists of social obligations, some of which are institutionalized in the form of integrity and nobility.

The researchers argue that the essence of social capital lies in the ability of people within an entity or group

To work together to build a network in order to achieve common goals, cooperation is influenced by the pattern of interrelationships, backed by strong and positive social norms and values, and social capital is not built before by only the individual, but also by the group's tendency to socialize as an essential part of the existing values.

It is developed in human life and considered as a common interest, and this will encourage individuals to work together, for direct implementation to improve the quality of life.

### **The third topic - the practical side**

#### **First: assessing the quality and conformity of the scale used in the research**

A- Evaluating the quality and conformity of the paragraphs of the variable of the marketing mind

- Figure (1) shows the external saturations and Cronbach's alpha coefficient for the paragraphs of

the marketing mind variable, which consists of three basic dimensions and consists of (12) paragraphs, as the model will be tested within the following indicators:

- Table (1) shows the (CR) values of the independent variable, the marketing mind, which are all within the acceptable limits, as they ranged between (0.879-0.928), which is a good indicator and indicates the stability of the scale, as the results showed a high stability of the dimensions of the marketing mind variable scale.
- Through the value of Cronbach's alpha coefficient, as their results ranged between (0.775-0.896), it is clear that it is greater than (0.70), and this indicates that the validity and reliability coefficient of the measurement tool has a high degree of acceptance and stability.
- It appears in Table (1) that the values of the external saturation (OL) Outer Loadings for the paragraphs of the scale for the variable (marketing mind) are greater than the acceptable minimum limits of (0.70), as the values of the external saturation ranged between (0.811-0.907), which indicates that The data on the variable of the marketing mind is suitable for carrying out subsequent statistical analyzes.
- Table (1) shows the values of the extracted average variance (AVE) for the marketing mind variable, as it is clear that all of them are acceptable, as they ranged between (0.688-0.763), which is greater than the value (0.50), as they all indicate the convergent validity of the dimensions
- It is evident from Table (1) that all parameter estimates were significant for the paragraphs of the marketing mind variable, as the calculated (T-Value) value, which ranges between (5.63-24.824), which is greater than its tabular value, which amounts to (1.984), as well as the value of (P-Value). calculated was less than (0.05), which reached a value of (0.000) in all paragraphs, as it indicates its morale, which is a good indicator.

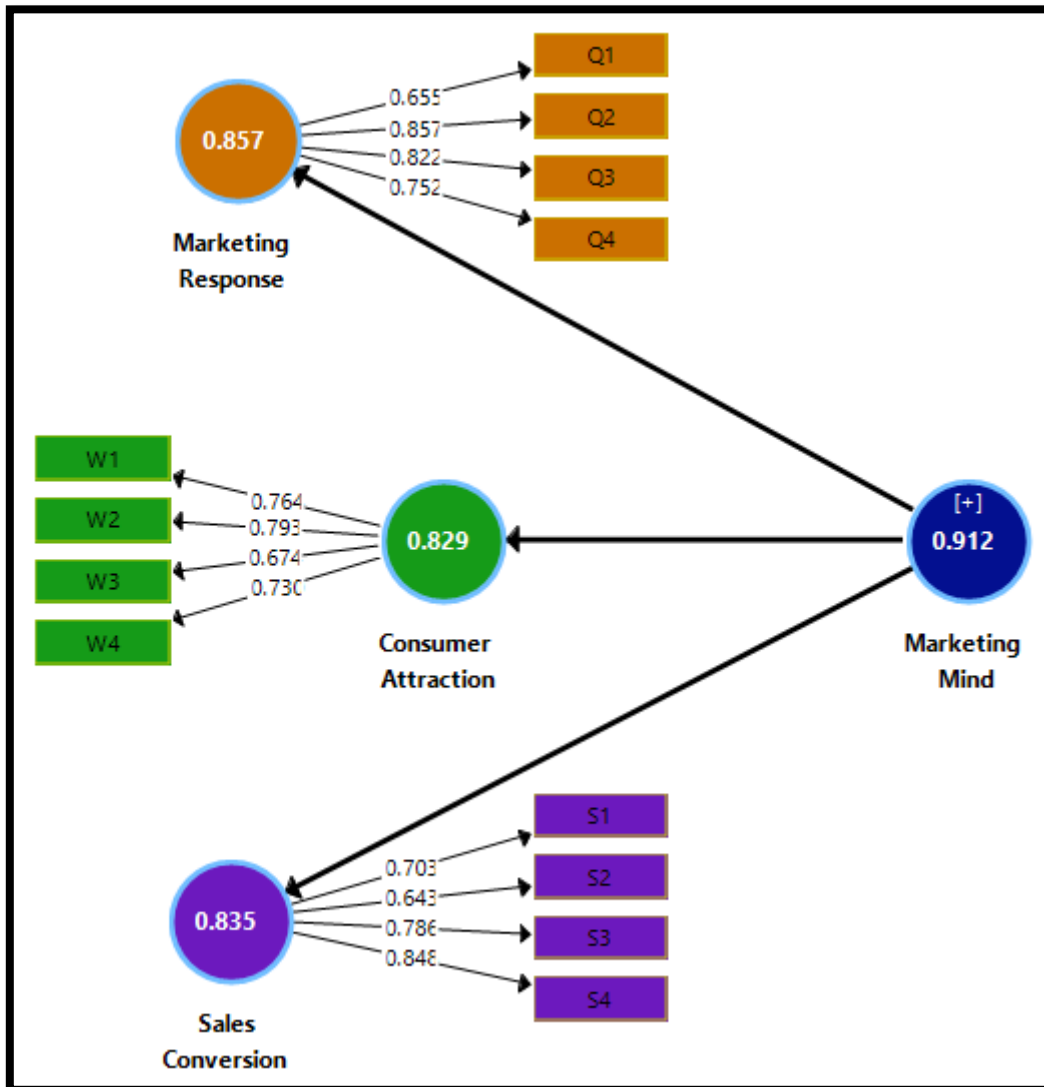


Figure (1) The complete model of the marketing mind variable from the SmartPLS V.3.3.5

Table (1) The results of the test of stability, complex consistency and convergent validity of the marketing mind variable

| P-Value | T      | Standard Deviation (STDEV) | (OL) Outer Loadings | (AVE) Average Variance Extracted | Composite Reliability | rho_A | Cronbach's Alpha | items | Dimensions          |
|---------|--------|----------------------------|---------------------|----------------------------------|-----------------------|-------|------------------|-------|---------------------|
| 0.000   | 7.409  | 0.088                      | 0.655               | 0.601                            | 0.857                 | 0.785 | 0.774            | Q1    | marketing response  |
| 0.000   | 17.256 | 0.050                      | 0.857               |                                  |                       |       |                  | Q2    |                     |
| 0.000   | 14.250 | 0.058                      | 0.822               |                                  |                       |       |                  | Q3    |                     |
| 0.000   | 7.864  | 0.096                      | 0.752               |                                  |                       |       |                  | Q4    |                     |
| 0.000   | 8.076  | 0.095                      | 0.764               | 0.550                            | 0.829                 | 0.739 | 0.729            | W1    | consumer attraction |
| 0.000   | 7.679  | 0.103                      | 0.793               |                                  |                       |       |                  | W2    |                     |
| 0.000   | 5.658  | 0.119                      | 0.674               |                                  |                       |       |                  | W3    |                     |



|       |        |       |       |       |       |       |       |    |                  |
|-------|--------|-------|-------|-------|-------|-------|-------|----|------------------|
| 0.000 | 9.491  | 0.077 | 0.730 |       |       |       |       | W4 |                  |
| 0.000 | 8.569  | 0.082 | 0.703 | 0.561 | 0.835 | 0.757 | 0.737 | S1 | Sales conversion |
| 0.000 | 5.023  | 0.128 | 0.643 |       |       |       |       | S2 |                  |
| 0.000 | 7.693  | 0.102 | 0.786 |       |       |       |       | S3 |                  |
| 0.000 | 12.040 | 0.070 | 0.848 |       |       |       |       | S4 |                  |

**This table is derived from SmartPIs**

**B - Evaluating the quality and conformity of the paragraphs of the marketing intelligence variable**

Figure (2) shows the external saturations and Cronbach's alpha coefficient for paragraphs of the marketing intelligence variable, which consists of three basic dimensions and consists of (12) paragraphs, as the model will be tested within the following indicators:

-Table (2) shows the composite stability values (CR) for the marketing intelligence variable, which were collected within the acceptable limits, as they ranged between (0.849- 0.888), which is a good indicator and indicates the stability of the paragraphs, as the results showed a high stability of the paragraphs of the search scale for the variable of marketing intelligence

Through the value of Cronbach's alpha coefficient, as their results ranged between (0.763-0.831), it is clear that it is greater than (0.70), and this indicates that the validity and reliability coefficient of the measurement tool for the two variables (the questionnaire) enjoys a high degree of acceptance and stability.

-It appears through the values of the external saturation of the scale items for the variable (marketing intelligence) that is greater than the minimum acceptable limits, all of which exceeded the significant values of saturation as shown in Table (2), as the results of the external saturation showed, whose values ranged between (0.888-0.857), This indicates that the data on the marketing intelligence variable is suitable for conducting subsequent statistical analyzes.

-Table (2) shows the values of the extracted average variance (AVE) for the independent variable marketing intelligence, as it is clear that all of them are acceptable, as they ranged between (0.586-0.664), which is greater than the value (0.50), which is a good indicator

-It is evident from Table (2) that all parameter estimates were significant for the paragraphs of the marketing intelligence variable, as the calculated T-Value ranged between (6.032-15.847), which is greater than its tabular value, which amounts to (1.984), as well as the value of (P- Value) computed was less than

(0.05), which is with a value of (0.000), as this result indicates the significance of all items, which is a good indicator. Figure (2) shows the external saturations and Cronbach's alpha coefficient for paragraphs of the marketing intelligence variable, which consists of three basic dimensions and consists of (12) paragraphs, as the model will be tested within the following indicators:

-Table (2) shows the composite stability values (CR) for the marketing intelligence variable, which were collected within the acceptable limits, as they ranged between (0.849- 0.888), which is a good indicator and indicates the stability of the paragraphs, as the results showed a high stability of the paragraphs of the search scale for the variable of marketing intelligence.

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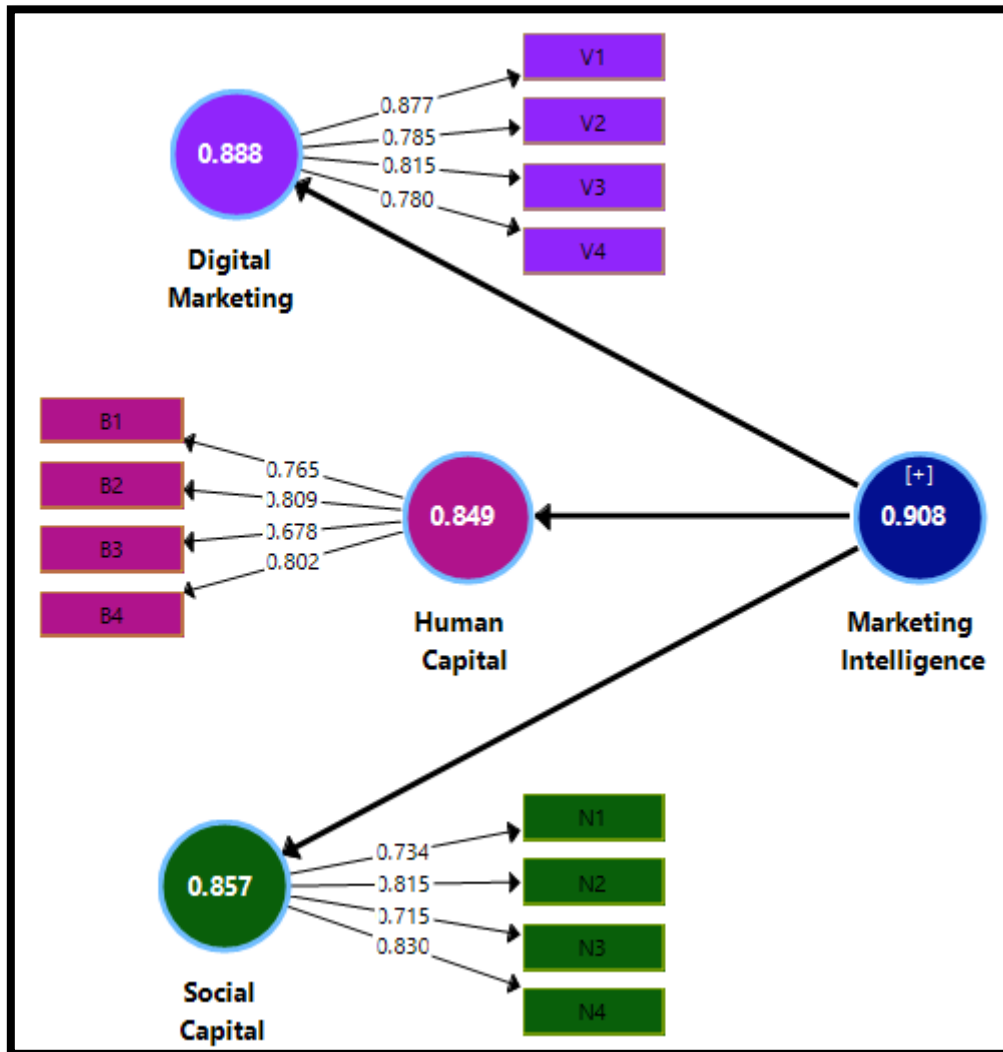


Figure (2) The complete model of the marketing intelligence variable from SmartPLS V.3.3.5

Table (2) The results of the test of stability, complex consistency and convergent validity of the marketing intelligence variable

| P-Value | T      | Standard Deviation (STDEV) | (OL) Outer Loadings | (AVE) Average Variance Extracted | Composite Reliability | rho_A | Cronbach's Alpha | items | Dimension         |
|---------|--------|----------------------------|---------------------|----------------------------------|-----------------------|-------|------------------|-------|-------------------|
| 0.000   | 9.966  | 0.088                      | 0.877               | 0.664                            | 0.888                 | 0.832 | 0.831            | V1    | digital marketing |
| 0.000   | 11.437 | 0.069                      | 0.785               |                                  |                       |       |                  | V2    |                   |
| 0.000   | 9.264  | 0.088                      | 0.815               |                                  |                       |       |                  | V3    |                   |
| 0.000   | 6.948  | 0.112                      | 0.780               |                                  |                       |       |                  | V4    |                   |
| 0.000   | 12.829 | 0.060                      | 0.765               | 0.586                            | 0.849                 | 0.773 | 0.763            | B1    | Human capital     |
| 0.000   | 9.796  | 0.083                      | 0.809               |                                  |                       |       |                  | B2    |                   |
| 0.000   | 6.032  | 0.112                      | 0.678               |                                  |                       |       |                  | B3    |                   |
| 0.000   | 12.738 | 0.063                      | 0.802               |                                  |                       |       |                  | B4    |                   |





|       |        |       |       |       |       |       |       |    |                |
|-------|--------|-------|-------|-------|-------|-------|-------|----|----------------|
| 0.000 | 7.519  | 0.098 | 0.734 | 0.601 | 0.857 | 0.781 | 0.777 | N1 | Social capital |
| 0.000 | 15.847 | 0.051 | 0.815 |       |       |       |       | N2 |                |
| 0.000 | 8.831  | 0.081 | 0.715 |       |       |       |       | N3 |                |
| 0.000 | 14.992 | 0.055 | 0.830 |       |       |       |       | N4 |                |

This table is obtained from SmartPls V.3.3.5.

**Second: descriptive analysis of the research variables**

**A- The marketing mind variable**

It is clear from Table (3) that the highest general arithmetic mean reached at the marketing response dimension, as it reached (3.569) and at a good level, as its standard deviation reached (0.580) and coefficient of variation (16.254) as this dimension came in the first level in terms of relative importance, while the lowest mean My general arithmetic was at the dimension of consumer attraction as it reached (3.369), with a mean level, standard deviation (0.638), and a coefficient of variation (18.938), as this dimension came at the third level in terms of relative importance, but in total only, the general arithmetic mean of the variable of the marketing mind reached its value ( 3.485) with a good level, standard deviation (0.544) and coefficient of variation (15,598), as this dimension came in the

second level in terms of relative importance at the level of variables

**B- The marketing intelligence variable**

It is evident from Table (3) that the highest general arithmetic mean reached at the digital marketing dimension, as it reached (3.588) and at a good level, as its standard deviation reached (0.598) and a coefficient of variation (16.667), as this dimension came at the third level in terms of relative importance, but less A general arithmetic mean, it was at the dimension of human capital, as it reached (3,500), with a good level, standard deviation (0.580), and a coefficient of variation (16,575), as this dimension came in the second level in terms of relative importance, but in total only, the general arithmetic mean of the marketing intelligence variable was what Its value is (3.531), with a good level, standard deviation (0.495) and coefficient of variation (14.004), as this dimension came in the first level in terms of relative importance at the level of variables.

| Table (3) The arithmetic mean, standard deviation, coefficient of variation and the relative importance of the research variables |                          |                    |                 |                                    |  |
|---|--------------------------|--------------------|-----------------|------------------------------------|--|
| relative importance   | coefficient of variation | standard deviation | arithmetic mean | Dimensions of the search variables |  |
| 1   | 16.254                   | 0.580              | 3.569           | marketing response                 |  |
| 3   | 18.938                   | 0.638              | 3.369           | consumer attraction                |  |
| 2   | 17.208                   | 0.606              | 3.519           | Sales conversion                   |  |
| second  | 15.598                   | 0.544              | 3.485           | marketing mind                     |  |
| 3   | 16.667                   | 0.598              | 3.588           | digital marketing                  |  |
| 1   | 15.860                   | 0.556              | 3.506           | Human capital                      |  |
| 2   | 16.575                   | 0.580              | 3.500           | Social capital                     |  |
| first   | 14.004                   | 0.495              | 3.531           | marketing intelligence             |  |

- This table is obtained from SmartPls V.3.3.5.

**Third: Testing the research hypotheses**

- This part deals with testing the hypotheses of the effect that were previously determined, as it will depend on the regression analysis equation to estimate the parameters of the model, and the effect value will be shown by relying on the calculated ((T) value, the coefficient of determination ( $r^2$ ), the corrected

determination factor ( $r^2$ ), the marginal slope coefficient ( $\beta$ ), the effect size ( $f^2$ ) (Effect Size), ( $Q^2$ ), which indicates the accuracy and predictive power of the model, as follows:

- Table (4) and Figure (3) show the statistical indicators for testing the hypotheses between the marketing response dimension in marketing intelligence.

- The calculated (t) value of the estimated model has achieved (14.351). It is greater than the

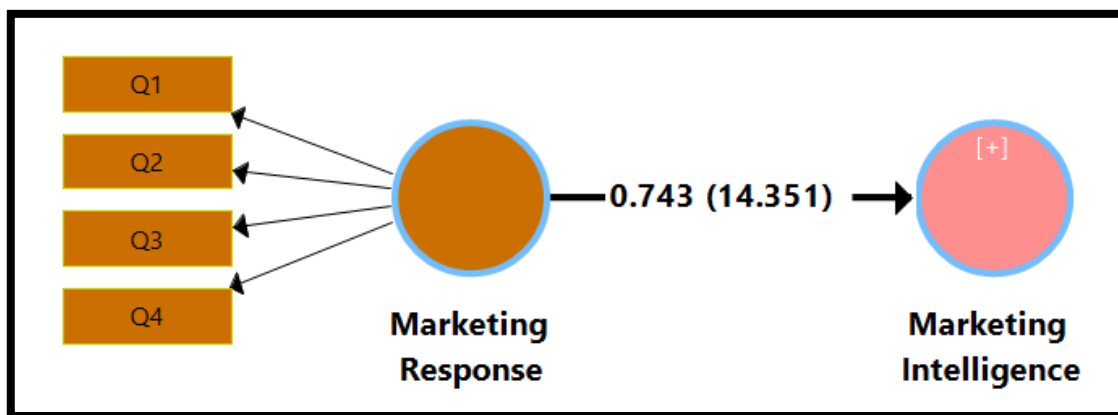
tabular value (t) of (1.697) at the level of significance (0.05), and this indicates the significance of the marginal slope of the marketing response dimension. In light of this result, we accept the hypothesis that (there is a significant effect between the marketing response in marketing intelligence), This indicates that the marketing response has an effective and essential impact on marketing intelligence.

- It is evident from the value of the Adjusted Determination Coefficient ( $R^2$ ) of (0.540) that after the marketing response is able to explain 54% of the changes that occur in (marketing intelligence), while the remaining percentage (46%) is dependent on other variables other than included in the search form.

- It is clear from the results that the effect size ( $f^2$ ) for the marketing response dimension was large, as it recorded a value of (1.232), which is greater than (0.35)
- The results showed that the predictive relationship index (Q2) for the marketing response dimension, its value was (0.207), which is greater than zero, and accordingly, the model has a predictive relevance.
- The results indicated that the value of the marginal slope coefficient of the marketing response dimension was (0.743), and this indicates that an increase in the marketing response dimension by one unit will lead to an increase in (marketing intelligence) by (%74)

**Table (4) Statistical indicators between the marketing response dimension in marketing intelligence**

| Q <sup>2</sup> | Adjusted (R <sup>2</sup> ) | (R <sup>2</sup> ) | Impact size f <sup>2</sup> | P Values | T      | β     | marketing response |
|----------------|----------------------------|-------------------|----------------------------|----------|--------|-------|--------------------|
| 0.207          | 0.540                      | 0.552             | 1.232                      | 0.000    | 14.351 | 0.743 |                    |



**Figure (3) The effect between the marketing response dimension on marketing intelligence**

- Source: SmartPLS V.3.3.5
- Table (5) and Figure (4) show the statistical indicators for testing the hypotheses between the dimension of consumer attraction in marketing intelligence.
- The calculated (t) value of the model has achieved (19.471). And it is greater than the tabular value (t) of (1.697) at the level of significance (0.05), and this indicates the significance of the marginal tendency of the consumer attraction dimension. This indicates

that after attracting the consumer, it has an effective and fundamental impact on marketing intelligence.

- It is clear through the value of the Adjusted Determination Coefficient ( $R^2$ ) of (0.569) that after attracting the consumer is able to explain 56% of the changes that occur in (marketing intelligence), while the remaining percentage (44%) is dependent on other variables not included in the search form.

- It is clear from the results that the effect size ( $f^2$ ) for the consumer attraction dimension was large, as it recorded a value of (1.381) which is greater than (0.35).
- The results showed that the predictive relationship index ( $Q^2$ ) for the consumer attraction dimension reached a value of (0.210),

which is greater than zero, and accordingly, the model has a predictive relevance.

- The results indicated that the value of the marginal slope coefficient of the consumer attraction dimension was (0.762), and this indicates that an increase in the consumer attraction dimension by one unit will lead to an increase in (marketing intelligence) by .(%76)

**Table (5) Statistical indicators between consumer attraction in marketing intelligence**

| $Q^2$ | Adjusted ( $R^2$ ) | ( $R^2$ ) | Effect size $f^2$ | P Values | T      | B     | Consumer attraction |
|-------|--------------------|-----------|-------------------|----------|--------|-------|---------------------|
| .2100 | 0.569              | 0.580     | 1.381             | 0.000    | 19.471 | 0.762 |                     |

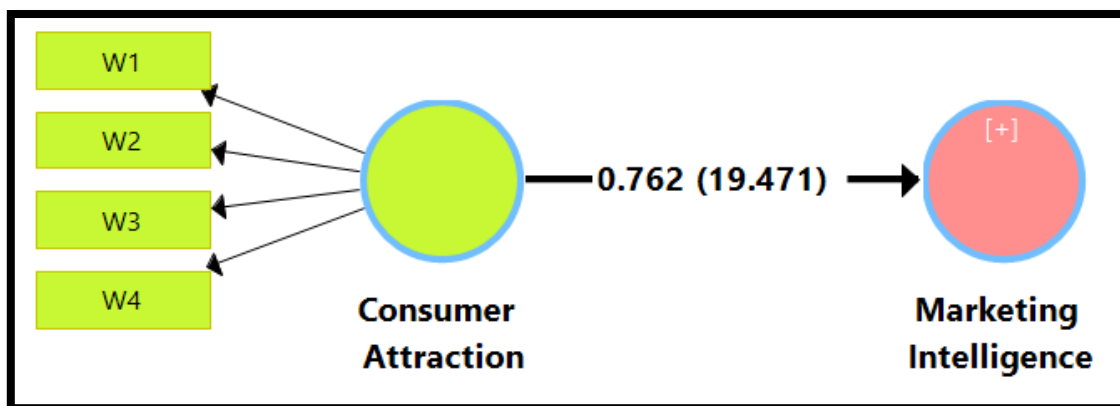


Figure (4) The effect of consumer attraction on marketing intelligence

- This table is obtained from SmartPls V.3.3.5.
- Table (6) and Figure (5) show the statistical indicators for testing the hypotheses between the sales conversion dimension in marketing intelligence.
- The calculated (t) value of the estimated model has achieved (13.469). It is greater than the tabular value (t) of (1.697) at the level of significance (0.05), and this indicates the significance of the marginal slope of the sales conversion dimension. In light of this result, we accept the hypothesis that (there is a significant effect between sales conversion dimension in marketing intelligence), and this indicates that sales conversion has an effective and essential impact on marketing intelligence.
- It is evident from the value of the Adjusted Determination Factor ( $R^2$ ) of (0.562) that after sales conversion is able to explain 56% of the

changes that occur in (marketing intelligence), while the remaining percentage (44%) is dependent on other variables other than included in the search form.

- It is clear from the results that the effect size ( $f^2$ ) for the sales conversion dimension was large, as it recorded a value of (1.343), which is greater than(0.35)
- The results showed that the predictive relationship index ( $Q^2$ ) for the sales conversion dimension, its value was (0.207), which is greater than zero, and accordingly, the model has a predictive relevance.
- The results indicated that the value of the marginal slope coefficient of the sales conversion dimension was (0.757), and this indicates that an increase in the sales conversion dimension by one unit will lead to an increase in (marketing intelligence) by .(%75)

**Table (6) Statistical indicators between sales conversion dimension in marketing intelligence**

| Q <sup>2</sup> | Adjusted (R <sup>2</sup> ) | (R <sup>2</sup> ) | Effect size f <sup>2</sup> | P Values | T      | β     | Sales conversion |
|----------------|----------------------------|-------------------|----------------------------|----------|--------|-------|------------------|
| 0.207          | 0.562                      | 0.573             | 1.343                      | 0.000    | 13.469 | 0.757 |                  |

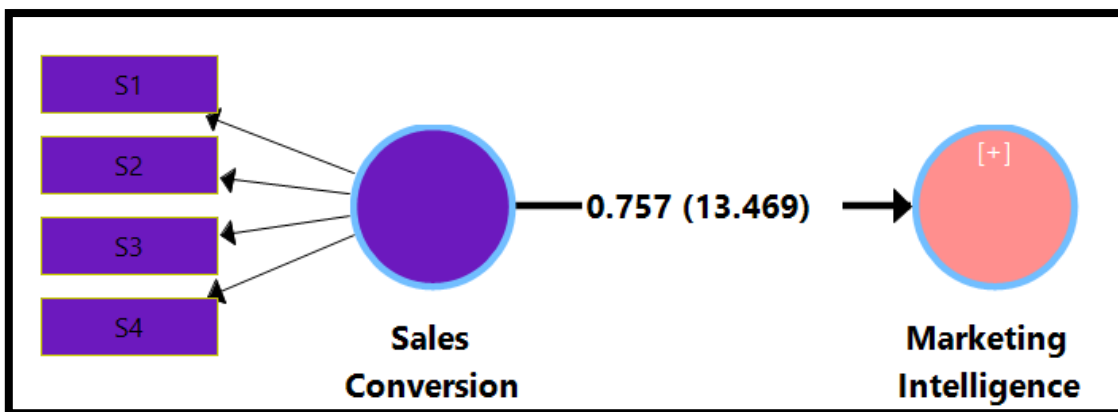


Figure (5) The effect between the sales conversion dimension on marketing intelligence

- This figure is obtained from SmartPLS V.3.3.5.
- Table (7) and Figure (6) show the statistical indicators for testing the hypotheses between the marketing mind variable in marketing intelligence.
- The calculated (t) value of the model has achieved (23.157). And it is greater than the tabular value (t) of (1.697) at the level of significance (0.05), and this indicates the significance of the marginal tendency of the variable of the marketing mind. This indicates that the marketing mind variable has an effective and essential impact on marketing intelligence.
- It is clear through the value of the Adjusted Determination Coefficient (<sup>2</sup>R) of (0.661) that the marketing mind variable is able to explain

66% of the changes that occur in (marketing intelligence), while the remaining percentage (34%) is dependent on other variables other than included in the search form.

- It is clear from the results that the effect size (f<sup>2</sup>) for the marketing mind variable was large, as it recorded a value of (2.026), which is greater than (0.35)
- The results showed that the predictive relationship index (Q<sup>2</sup>) for the variable of the marketing mind, its value was (0.258), which is greater than zero, and accordingly, the model has predictive relevance.
- The results indicated that the value of the marginal slope coefficient of the marketing mind variable amounted to (0.818), and this indicates that increasing the marketing mind variable by one unit will lead to an increase in (marketing intelligence) by (%81)

**Table (7) Statistical indicators between the marketing mind in marketing intelligence**

| Q <sup>2</sup> | Adjusted (R <sup>2</sup> ) | (R <sup>2</sup> ) | Effect size f <sup>2</sup> | P Values | T      | B     | marketing mind |
|----------------|----------------------------|-------------------|----------------------------|----------|--------|-------|----------------|
| 0.258          | 0.661                      | 0.669             | 2.026                      | 0.000    | 23.157 | 0.818 |                |

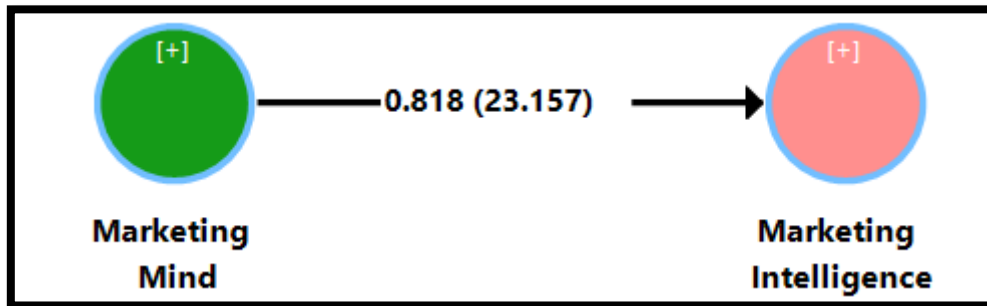


Figure (6) The influence of the marketing mind on marketing intelligence **obtained from SmartPIs V.3.3.5.**

**The fourth topic - findings and recommendations**  
**First, the results:**

- 1- Organizations need minds with abilities and capabilities to overcome changes in the surrounding environment. The success of programs and plans needs a management with distinctive capabilities, in order to take the necessary decisions in a timely manner.
- 2- The marketing minds that organizations employ for organizations have fundamental effects in promoting the market of ideas, which in turn needs a real interaction with the consumer, and here the dimensions of the marketing mind represented by b (marketing response to the consumer, attracting the consumer, transferring sales to the consumer) play a prominent role in enriching marketing activities and operations. And the use of strategies with different techniques.
- 3- Smart marketing is one of the most important advanced methods that have gained wide popularity in recent years from researchers and business practitioners, which quickly showed its positive impact in assisting organizations in interacting with consumers, facilitating processes and procedures, and the possibility of making them more clear and taking advantage of diversity in the marketing mix and recognition. on the buying habits of consumers.
- 4- The level of efforts provided by organizations has an impact on the employment of smart marketing represented by providing customized offers and targeted marketing campaigns, as well as knowledge of consumers, competitors and communication, and access to the exceptional product resulting from innovation.
- 5- The success of the smart marketing process in organizations depends on the availability of a set of technical and cognitive requirements, the most important of which is achieving benefit for

- consumers, the effectiveness of the services provided, and achieving interdependence and integration of all marketing activities.
- 6- The marketing response dimension is the dimension at the first level in terms of relative importance in relation to the dimensions of the marketing mind variable. This means that the researched organization, if it wants to activate the marketing mind, has to pay special attention to the marketing response, through which the researched organization achieves marketing intelligence.
- 7- The dimension of human capital is the dimension at the first level in terms of relative importance in relation to the dimensions of the marketing intelligence variable. This means that the researched organization, if it wants to activate marketing intelligence, must pay special attention to human capital, through which the researched organization has achieved clear effects in the market.
- 8- Through the results of the answers of the study sample, it was shown that the organization adopts clear policies regarding the activation of the marketing mind.
- 9- The results of the study showed that the organization in question possesses a marketing intelligence that helps it achieve its goals in the competitive environment.
- 10- The results showed that there is a positive effect between the marketing mind and the marketing intelligence.

**Second: Recommendations:**

Through the research, a set of recommendations was reached for the researched organization and similar organizations, the most important of which were:

- 1- Doing other research on the subject of the marketing mind and by linking with other topics that may achieve positive effects in reality.



- 2- Working on studying the marketing mind in different fields of application with the aim of benefiting from this study and applying it in different sectors.
- 3- Expanding the number of samples that are approved for the purpose of verifying more of the feasibility of the applications of the marketing mind and identifying the difficulties or problems facing these applications.
- 4- Organizations that want to achieve and activate strategic intelligence should pay attention to the marketing mind as one of the methods and means that lead to achieving marketing intelligence.
- 5- Organizations that want to establish a distinct position and position in the competitive market should pay attention to the means that lead to marketing intelligence.
- 6- Taking the results of the current study to benefit from them in the topics of the marketing mind and marketing intelligence.

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